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HUD developed a standard Risk Assessment process during the mid-1990s as a way to prioritize and utilize available resources to assist our clients. Specifically, this process helps determine which PHAs need increased monitoring or technical assistance. The process includes standard ways to identify, measure, and prioritize risks affecting PHAs.

HUD field offices now include this standard approach in their fiscal business planning. In addition, both Congress and the Inspector General's Office have encouraged the use of this standard risk assessment process.

PIC's **Risk Assessment Submodule** provides the venue for this process. It is a powerful tool for both HUD headquarters (HQ) and HUD field office personnel.

Objectives

In this manual, you will learn to:

- Understand the principles of Risk Assessment.
- Access the Risk Assessment Submodule.
- Locate the PHA you want to review.
- Review and analyze risk scores (Quantitative Factors).
- Assign and remove Qualitative Factors.
- Select and update Office Strategies.

Other Risk Assessment Guidance

This user guide is designed to incorporate the most critical principles of Risk Assessment with instructions on how to use the PIC **Risk Assessment Submodule**. It is not designed to be a comprehensive study on the Risk Assessment process.

For a detailed explanation of the rules, regulations, and processes that make up Risk Assessment, see Chapter 3 of the *Public Housing Monitoring Guidebook* (Document No. 7460.7). It can be downloaded from www.hudclips.org.

Note: A new version of the monitoring handbook (Document No. 7460.7 Rev-2) is currently under review by HUD Headquarters. It is currently scheduled for publication in August 2003.
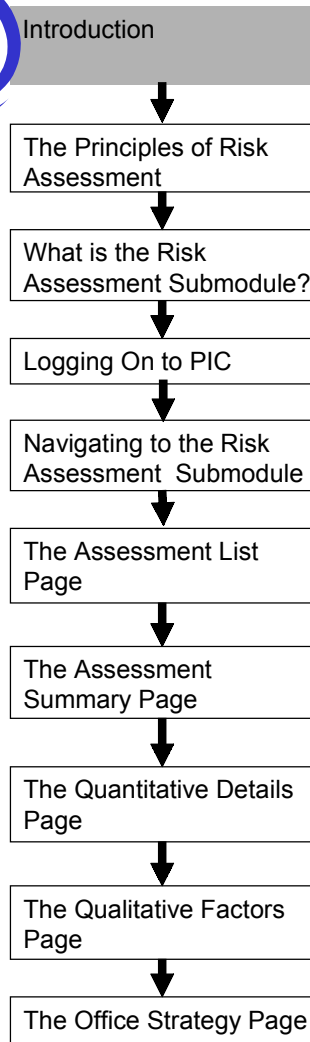
Additional instructions may be contained in HUD's current year National Management Plan. For example, the FY03 Management Plan contains a section on Risk Assessment. It lists all current and pertinent process and documentation information.

Acknowledgements

The creation of the Risk Assessment documentation was assisted by the following HUD employees:

- Edward Bracco
- Luigi D'Ancona
- Robert Harmon
- Robert Oliver
- Steve Savarese
- Stephen Stier

Their professional attention to detail, teamwork, and specialized knowledge enhanced the value and clarity of these documents.

The Principles of Risk Assessment

For the purposes of this manual, the word "risk" means the likely need for field office staff intervention and technical assistance to prevent or resolve problems within public housing agencies (PHAs). A PHA's risk level is dependant on several factors. Deciding which PHA should get what amount of limited resources to manage these risks is a complex endeavor.

To identify risks facing PHAs, field offices apply two different factor sets to each PHA in their jurisdiction: Quantitative and Qualitative Factors.
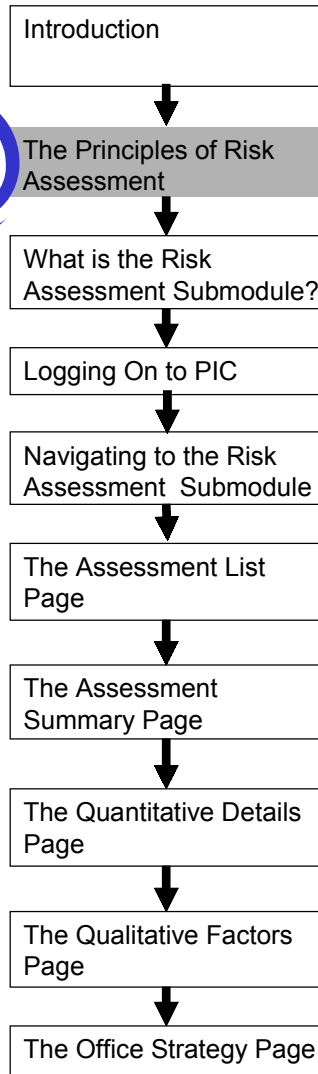
- **Quantitative Factors:** Measurable characteristics that indicate the presence of risk. These factors are based on information from HUD data systems. (For more information, see the section titled **Quantitative Factor Scores**.**)**

- **Qualitative Factors:** Non-measurable factors that indicate developing or potential problems. These factors are usually observations that either indicate the presence of risk or could potentially increase exposure. (For more information, see the section titled **Qualitative Factors**.)

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Quantitative Factor Scores

Quantitative Factor scores are the main criteria for determining a PHA's risk priority. Scores are generated by analyzing factors related to three categories: Performance, Funding, and Compliance.

Factor data is drawn from several HUD sources, including (but not limited to):

- Public Housing Assessment System (PHAS)
- Section Eight Management Assessment Program (SEMAP)
- Line of Credit Control System (LOCCS)
- HUD Central Accounting and Program System (HUDCAPS)
- PIC's **Form-50058 Module**

The following table displays the Quantitative Factors for both Low Rent and Section 8 programs.

Risk Category (Max Risk Factor Points)	Quantitative Factors
Low Rent	
Performance (50 points)	Pulled from PHAS: • Physical Assessment (PASS) score • Financial Assessment (FASS) score • Management Operation (MASS) score • Resident Satisfaction (RASS) score
Funding (30 points)	Pulled from HUDCAPS and LOCCS: • Total Authorized Funds • Total Disbursed Funds • Percentage of Disbursed Funds • Funding Complexity • Average Bedroom Size
Compliance (20 points)	Pulled from PIC modules (for example, the **Form-50058 Module**): • Days Since Last HA Event • Last Event Result • MTCS Reporting Rate • No. of Open Event Findings • No. of Open Audit Findings - Independent Public Accountant (IPA) & Other Audit • No. of Open Findings - OIG • No. of Open Significant Findings - IPA & Other Audit • No. of Significant Findings - IPA & Other Audit

Risk Category (Max Risk Factor Points)	Factors
Section 8	
Performance (50 points)	Fourteen performance indicators (plus one bonus indicator) pulled from SEMAP: • Selection from the Waiting List • Rent Reasonableness • Determination of Adjusted Income • Utility Allowance Schedule • HQS Quality Inspections • HQS Enforcement • Expanding Housing Opportunities • Payment Standards • Annual Reexaminations • Correct Tenant Rent Calculations • Pre-Contract HQS Inspections • Annual HQS Inspections • Lease-Up • Family Self-Sufficiency Enrollment and Escrow Accounts • Deconcentration (bonus indicator)
Funding (30 points)	Pulled from HUDCAPS: • Total Annual Budget Authority (ABA) • Funding Complexity • Average Bedroom Size
Compliance (20 points)	Pulled from PIC modules (for example, the **Form-50058 Module**): • Days Since Last HA Event • Last Event Result • MTCS Reporting Rate • No. of Open Event Findings • No. of Open Audit Findings - IPA & Other Audit • No. of Open Findings - OIG • No. of Open Significant Findings - IPA & Other Audit • No. of Significant Findings - IPA & Other Audit

Through a standard set of formulas and conversions, the raw data is translated into a PIC risk factor score for a PHA's Low Rent or Section 8 program (or both if applicable). If a PHA contains both types of programs, the higher of the two is used to determine overall risk score.

Note: Appendix A contains a detailed analysis of Risk Assessment scoring.

The overall factor score determines a PHA's risk level. The following table displays the risk levels and their correlating score ranges.

Risk Level	Points Allocated
High Risk	65 – 100
Moderate Risk	45 – 64
Low Risk	0 – 44

Low Rent PHAs designated as Overall Troubled or those that failed one of the three major PHAS indicators—MASS, PASS or FASS—receive an automatic High Risk point assignment. Even if they score better than the High Risk level overall, they are issued a **PHAS Adjustment**, giving them 65 total risk points (See Appendix A for more details).

The submodule ranks each PHA in a field office from highest risk to lowest risk according to their scores (including all **PHAS Adjustments**). After the quantitative analysis is complete, the next step is the qualitative assessment.

Qualitative Factors

Qualitative Factors provide an additional dimension for determining risk by identifying specific situations, events, or conditions that are not reflected in the risk data used to calculate the Quantitative Factor score. These additional pieces of information help indicate problems as they emerge or develop or instances of deteriorating performance.

Qualitative Factors do not change the risk score a PHA receives, but they provide a justification for field office decisions to focus monitoring or resources on PHAs that do not necessarily score as high on the quantitative scoring list.

Note: For the Fiscal Year 2003 management plan data run, the assignment of Qualitative Factors for all PHAs is required to be completed within 30 days after each subsequent quarterly release and official management plan data run.

The following table lists each Qualitative Factor a field office may assign.

Qualitative Factor	Description	Example
1. OIG/IPA audits	Significant major audit findings (theft, fraud, etc.) affect PHA	Violation of expenditure thresholds
2. Board/Management issues	Issues within or between the board or management restricting PHA	Chairman runs day-to-day operations of the PHA
3. Local crime rate	Rate for Class I crimes significantly above normal affecting the PHA	Local police data and comparisons with similar communities
4. Cross-functional concerns	Concerns raised by another group or department toward PHA	Inconsistencies with consolidated plans
5. Natural disasters	Fire, flood, tornado, explosion, disease, or any act of God	Flooding not fully reimbursed by insurance
6. Local conditions	Unemployment, influx of people, community antagonism to PHA	Excessive unemployment
7. Litigation	Court actions or situations that restrict PHA management	Contractor disputes
8. Local media reports	News sources indicating significant and credible problems	Reports of drug usage or of gross mismanagement or fraud
9. Major new programs	Number, size, or complexity of new programs in the last 12 months that affect the PHA	HOPE VI
10. Other	No other Qualitative Factor listed applies. Please specify "Other" in Comments	Fair Housing issues **Note:** The selection of this Qualitative Factor category is to be used sparingly and only in those cases where no other identified factor is available. The reason for selection of this factor is to be clearly documented in the comments section of the **Qualitative Factor** page.

Qualitative Factor	Description	Example
11. PHAS appeal	PHAS score is in appeal	PASS, FASS scores
12. Local political actions	Actions by political entity that restrict PHA management	Actions a political entity (such as resident organizations or local politicians) takes that restrict the PHA's management
13. SEMAP appeal	SEMAP score is in appeal	The PHA's SEMAP score is under appeal due to issues with score or methodology
14. Staff turnover/training	Staff skills not sufficient to carry out PHA functions	Three executive directors in two years
15. Timeliness of reporting	Significant and repeated delays in submitting required information	Significant and repeated delays in submitting required information
16. Tenant complaints	Reports where tenants claim something was done improperly	Credible reports by tenants in which they claim the PHA acted improperly (for example, elevators repeatedly out of order for extended time)

Factors can be assigned at any time during a quarter. They cannot, however, be assigned for previous quarters.

Along with assigning the factors, field offices are required to document, to the best of their ability, the reasons behind the assignments. Ideally, the initial management planning assessment includes identified factors for all PHAs. At minimum, a comment should be included in regard to the review of the assigned factors.

For field office personnel, the completion of the quantitative and qualitative analyses leads to the assignment of office strategies.

Office Strategy

At the beginning of each fiscal year and within 30 days after completion of the qualitative assessment, the office strategies (also called monitoring strategies) are to be identified and recorded for each PHA in a field office. Planned travel actions are documented in the PIC **Event Tracking System (ETS) Submodule** or similar tracking system in the event **ETS** is unavailable.

There are four types of office strategies a field office can apply. They are listed below.

- **On-Site Assistance:** HUD staff schedule and perform field visits to provide monitoring and technical assistance. The ultimate purpose of an on-site review is to improve the PHA's overall performance and compliance with requirements of the law, regulations, and other directives. On-site assistance is normally assigned to High Risk PHAs and includes a final report. If the field office does not plan to do on-site assistance for a High Risk PHA, the field office is required to document its reasons.

- **Remote Assistance:** Staffing and travel funds, coupled with demand workload, limit the amount of time for on-site reviews. Therefore, the field office should designate any PHA requiring additional oversight, but not requiring on-site assistance, for remote assistance. Remote assistance is a formal, more in-depth review of information the field office gathers during routine monitoring efforts and the risk assessment process. Remote assistance provides information used to offer technical assistance to PHAs, alert HUD and PHAs to potential problems, correct PHA errors and minor problems before they worsen, and assure HUD that PHAs are performing at an acceptable level. Remote assistance includes a final report.

- **Routine Assistance:** PHAs that are not designated for on-site or remote assistance continue to receive routine monitoring by the field office. This strategy consists of a staff's day-to-day observations of PHA performance, including the regular use of field office systems, reports, and tools that organize information on individual PHAs. Routine assistance is normally assigned to Low Risk PHAs.

- **Memorandum of Agreement (MOA) Monitoring:** An MOA is a legally binding document between a PHA and HUD. The MOA requires the PHA to achieve certain target goals and to achieve these goals within certain time frames. MOAs are created for PHAs designated as troubled. (A low rent PHA is considered troubled if it has an overall score of less than 60% on PHAS or it scores less than 18 points on FASS, PASS, or MASS. A Section 8 PHA is declared troubled by SEMAP.)

Decisions about office strategy are management decisions made by the field office based on a combination of needs and the staff resources available to address those needs.

The PHAs with the highest risk scores are the first ones eligible for on-site assistance. However, assignment of resources to PHAs is also a matter of their availability in the field office. If resources are available, High Risk PHAs should be targeted for on-site assistance first with remote assistance as the minimum goal.

If resources are not available to perform at least remote assistance to High Risk PHAs, the field office is encouraged to contact the field operations desk officer to obtain additional resources.

After on-site assistance resources have been allocated, remaining High Risk PHAs are assigned remote assistance. If remote assistance resources are allocated and High Risk PHAs remain unassigned, these receive routine assistance. Any departures from this approach are required to be documented and fully justified.

In the following example, the table displays office strategy assignments for three PHAs.

PHA Score	Office Strategy Assigned
PHA1 75 points	Remote Assistance
PHA2 65 points	On-Site Assistance
PHA3 20 points	Routine Assistance

A decision to assign remote assistance to PHA1 despite its higher score requires full justification from the field office. Unjustified and undocumented departures are a serious discrepancy and are dealt with accordingly.

Ongoing Analysis

The risk assessment and monitoring plan is a dynamic process which always responds to new information. The process starts before the beginning of every fiscal year (July or August), when field offices perform the initial management planning Risk Assessment.

At the beginning of every subsequent fiscal quarter, all Risk Assessment data is frozen for the previous quarter and Quantitative Factor scores are recalculated for the new quarter (see Figure 1). Qualitative Factors and office strategies are copied forward to the new quarter and can be updated accordingly (if applicable).
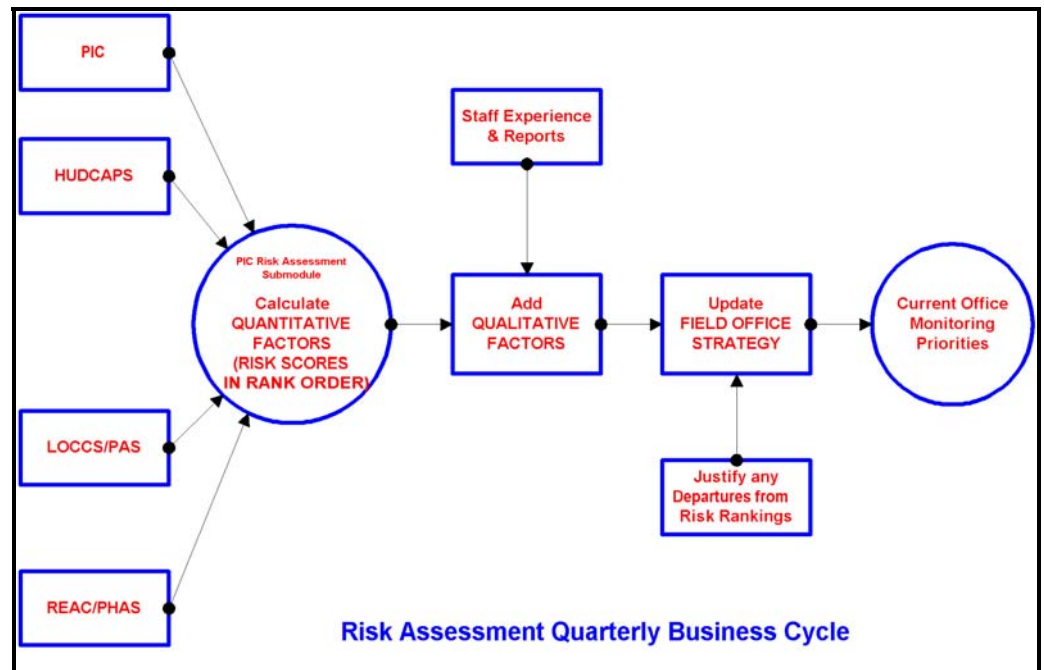
Figure 1: The quarterly business cycle for the Risk Assessment process.

Field offices are required to review the updated Risk Assessment scores each quarter. Based on these scores, field office management considers updating and adjusting the monitoring and review strategies as appropriate. In general, it is not necessary for a field office to conduct a detailed analysis of a PHA's score if there is no change in a PHA's risk designation (Low, Moderate, or High).

However, field offices should conduct a detailed analysis of a PHA's score if the PHA's rank changes to High Risk. If a PHA is removed from an annual on-site assistance plan based on the results of a quarterly score, the field office is required to document the justification for this change.

Documentation

General monitoring procedures require good documentation and filing procedures in order to maintain and document sound monitoring practices. A list of the documentation necessary to record your office's monitoring efforts can be found in *Public Housing Monitoring Guidebook* and/or in the current year National Management Plan.

Note: HUD requires full documentation for any changes made to the Qualitative Factors or Office Strategies during a given quarter.

What is the Risk Assessment Submodule?

The **Risk Assessment Submodule** is an Internet application that offers access to every facet of the Risk Assessment process.

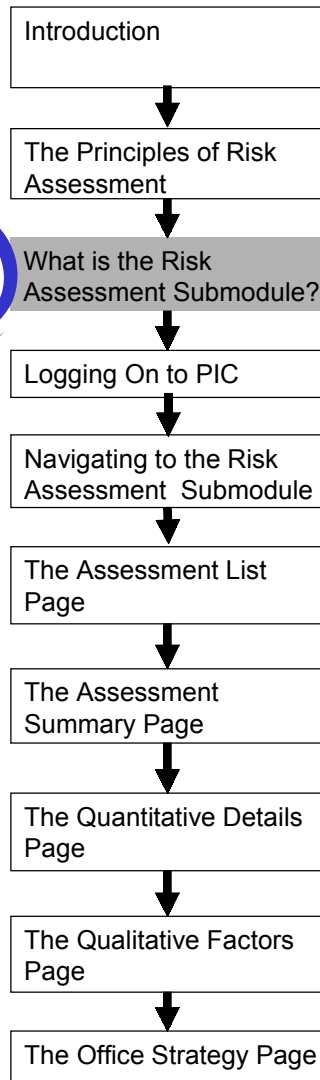For HUD field office personnel, the submodule enables you to:

- Reduce the time spent performing Risk Assessment procedures
- View current and historical risk scores of the PHAs in your office
- Assign, update, or delete Qualitative Factors
- Identify the PHAs in the direst need of resources
- Select, plan for, and review office strategies
- Justify and document strategy decisions

For HUD HQ personnel, this submodule allows you to:

- Compare field office scores and strategies
- Analyze risk at multiple levels
- Ensure funds are being appropriated effectively
- Review the decision-making processes of hubs and field offices
- Base analysis on a uniform approach
- Identify the hubs and field offices in the direst need of resources

The following sections show you how to perform all these functions. They also detail how to locate, understand, and use every aspect of the submodule.
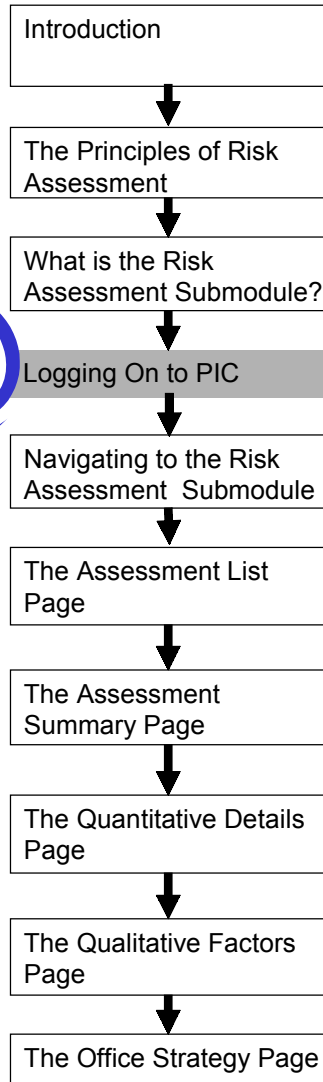
Note: A quick reference guide for using this submodule is in Appendix B.

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Logging on to PIC

To access the Public and Indian Housing (PIH) Information Center (PIC), you need a user ID and password. HUD employees should contact their **PIC coach** to obtain this information if they do not have it.

To log on to PIC:

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Step		Action/Result
1.	Start at www.hud.gov	On the left side of the page, groups of hyperlinks are categorized under headings.
2.	Click the **About HUD** hyperlink under the HUD News heading.	The **About HUD** page is displayed. Hyperlinks to HUD's program offices are listed on the right side.
3.	Click the **Public/Indian Housing** hyperlink under the HUD offices heading.	The **PIH** page is displayed. A Quick Find list of items is shown in alphabetical order on the bottom right side of the PIH home page (see Figure 2). **Note:** For future use, bookmark the site. (http://www.hud.gov/offices/pih/index.cfm)
4.	Scroll to PIC – PIH Information Center.	

Figure 2: The PIH home page with The Quick Find list.

Step	Action/Result
5. Click PIC – PIH Information Center with your mouse pointer.	
6. Click the hyperlink titled **Go to this page**.	The PIH Information Center home page is displayed.
7. Click the hyperlink titled **Logon to PIC** located in the center of the screen (see Figure 3). You can also click the hyperlink titled **Logon to the PIC System** in the Quick Access box.	The PIH Information Center logon screen is displayed.
8. Type in your user ID and password in the boxes on the screen.	
9. Click the button titled **Logon to PIC** or press the ENTER key.	The PIC main page is displayed.

Figure 3: The PIC home page.

Navigating to the Risk Assessment Submodule

After you log on to the PIC system, the PIC main page is displayed. The modules available are listed on the left side of the page.

To access the **Risk Assessment Submodule** from the PIC main page:

Step	Action/Result
1. Move your mouse over the **PIH Information** button.	A hyperlink appears just to the right of the button: **Risk Assessment** (see Figure 4).
2. Click the **Risk Assessment** hyperlink.	PIC displays the start page for the selected submodule.

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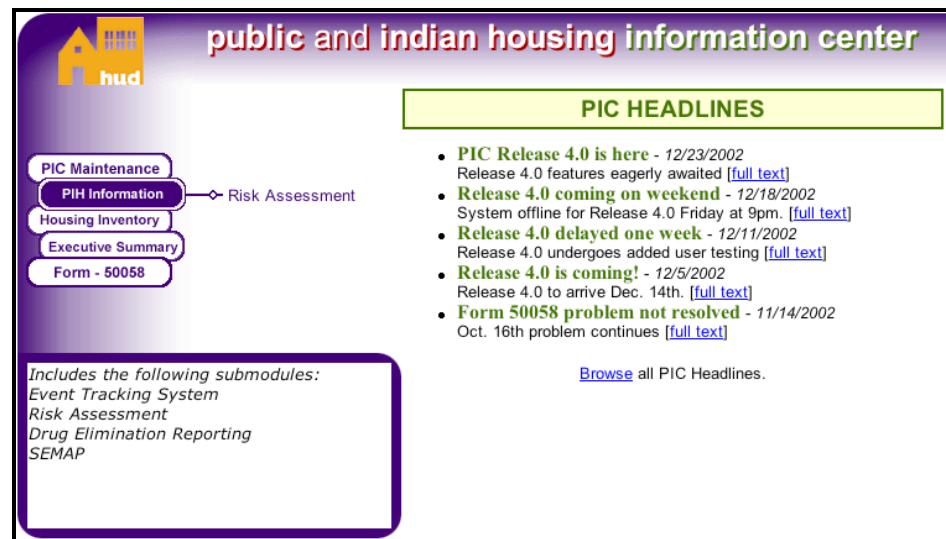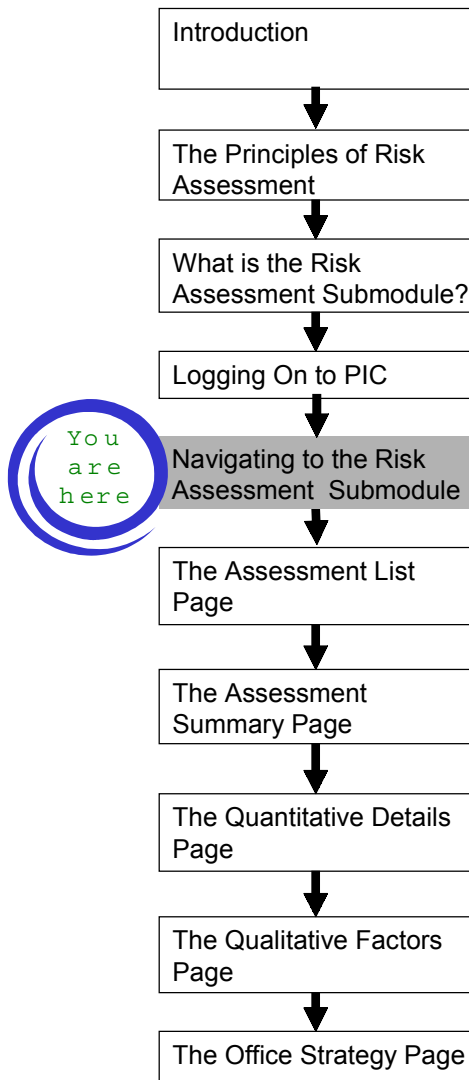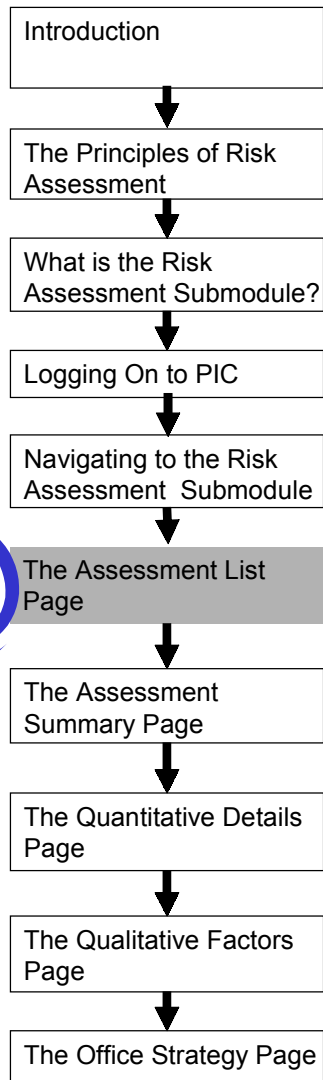| The Qualitative Factors Page |
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The Office Strategy Page

*Figure 4: The PIC main page with the **Risk Assessment Submodule**.*

Note: A summary of the PIC modules is in Appendix C. If you want to gain access to more modules, contact your **PIC coach**.

The Assessment List Page

The **Risk Assessment Submodule's** start page is called the **Assessment List** page. From here, you can perform searches to locate risk-related information on specific PHAs.

If you are a field office user, you have access to the PHAs associated with your office. When you access the **Assessment List** page, the PHAs in your jurisdiction are listed at the bottom.

If you are a HUD HQ user, you have access to all PHAs in all field offices. To find a PHA and assessment to review, follow these steps.

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Step		**Action/Result**
1.	Click the hub associated with the field office you are looking for in the **Hub** dialog box.	To view the choices, click the down arrow on the right side of the dialog box. **Note:** Refer to Appendix D if you do not know which hub is associated to the field office you want.
2.	Click the field office to view in the **Field Office** dialog box.	A list of PHAs associated with the selected field office is displayed at the bottom of the page. They are listed in descending risk score order.
3.	Click the fiscal year of the assessment you want in the **Federal Fiscal Year** dialog box.	The dialog box is located under the heading titled Retrieve Assessment List.
4.	Click the desired assessment in the **Assessment** dialog box.	Examples include: • 2002 Management Planning • 2002 Quarter 1 • 2002 Quarter 2 **Note:** The only assessments available are ones the field office participated in. Assessment options are not available for future quarters or years.

After selecting the field office and assessment to view, you have two options for selecting a PHA: continue to narrow the choices or select a PHA from the assessment list.

Option 1: The Assessment List

The assessment list is at the bottom of the page (see Figure 5). It contains all the PHAs associated with the field office and assessment selected.

# Risk Score adjusted due to failing score for FASS, MASS or PASS. Please consult Source Data screen.									
FO Rank ▲	HA Code ▲	HA Name ▲	HA FYE ▲	Program Type ▲	Risk Score ▼	LR Score ▼	S8 Score ▼	Risk Level ▲	Office Strategy ▲
1	WA001	Seattle	09/30	C	83.00	44.00	83.00	High	Routine Assistance
2	WA010	Anacortes	03/31	C	75.00	39.00	75.00	High	Routine Assistance
3	WA054	Pierce Co	12/31	C	71.00	71.00	64.00	High	Routine Assistance
4	WA014	Grant Co #	12/31	C	65.00	65.00	31.00	High	Routine Assistance
5	WA018	Grays Harbor #	12/31	C	65.00	65.00	27.00	High	Routine Assistance
6	WA069	Ferry Co	12/31	S	55.00	-	55.00	Moderate	Routine Assistance
7	WA005	Tacoma	06/30	C	54.00	54.00	48.00	Moderate	Routine Assistance
8	WA019	Kalama	06/30	C	49.00	49.00	34.00	Moderate	Routine Assistance
9	WA036	Kitsap Co	06/30	C	49.00	49.00	36.00	Moderate	Routine Assistance
10	WA035	Sunnyside	12/31	L	46.00	46.00	-	Moderate	Routine Assistance
11	WA068	Jefferson Co	06/30	S	45.00	-	45.00	Moderate	Routine Assistance
12	WA025	Bellingham	09/30	C	44.00	44.00	42.00	Low	Routine Assistance
13	WA004	Clallam Co	06/30	C	43.00	43.00	34.00	Low	Routine Assistance
14	AK001	AHFC	06/30	L	43.00	43.00	-	Low	Routine Assistance

Figure 5: The assessment list.

The list contains the following categories of information for each PHA listed:

- Field Office Rank (in terms of risk)
- HA Code
- HA Name
- HA Fiscal Year End (FYE)
- Program Type
- Risk Score
- Low Rent (LR) Score
- Section 8 (S8) Score
- Risk Level
- Office Strategy

Note: Hub directors maintain a list of the PHAs' office strategies to document the monitoring plan for the year. A screen print of the **Assessment List** page can suffice as a form of documentation until better management reports are developed and made available in the system.

The default order for the list is descending risk score. To sort the list entries in order by any of the categories, click the column heading.

For example, to display the PHAs in alphabetical order, click the HA Name column heading.

Both the HA Code and Office Strategy categories contain hyperlinks. Click an **HA Code** to view that PHA's Risk Assessment score summary. Click an **Office Strategy** hyperlink to view the PHA's office strategy.
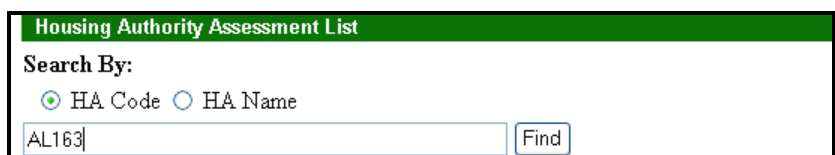
The red number sign (#) next to an HA Name means that the PHA is designated Overall Troubled or has failed one of the major three PHAS indicators—MASS, PASS or FASS. It, therefore, has an automatic risk score of 65.

Option 2: Narrowing the Choices

Some field offices contain dozens of PHAs. The **Assessment List** page contains two choices for narrowing the list. The first option is to locate a PHA either by its specific HA Name or HA Code.

To locate a PHA by its code, follow these steps:

Step	Action/Result
1. Click the HA Code radio button.	HA Code is the default selection.
2. Type the HA Code you are looking for in the entry field (see Figure 6).	
3. Click the **Find** button.	PIC retrieves the identified PHA.
4. Click the **HA Code** hyperlink to view its assessment scores.	If the **Office Strategy** link is clicked, PIC displays the **Office Strategy** page.

Housing Authority Assessment List
Search By:
⦿ HA Code ◯ HA Name
AL163   [Find]

Figure 6: An assessment list search using a specific HA Code.

To locate a PHA by its name, follow these steps:

Step	Action/Result
1. Click the HA Name radio button.	HA Code is the default selection.
2. Type the HA Name you are looking for in the entry field.	
3. Click the **Find** button.	PIC retrieves the identified PHA.
4. Click the **HA Code** hyperlink to view its assessment scores.	If the **Office Strategy** link is clicked, PIC displays the **Office Strategy** page.

The second option is to search by general criteria. The **Assessment List** page enables you to select criteria from four categories to refine the number of PHAs in the assessment list.

The following table details the options available in each category.

Category	Criteria Selections
HA FYE	- All 3/31 06/30 09/30 12/31
Risk Level	- All - Low - Moderate - High
Program Type	- All - Combined - Low Rent - Section 8
Office Strategy	- All - MOA Monitoring - On-Site Assistance - Remote Assistance - Routine Assistance

To perform a search by general criteria:

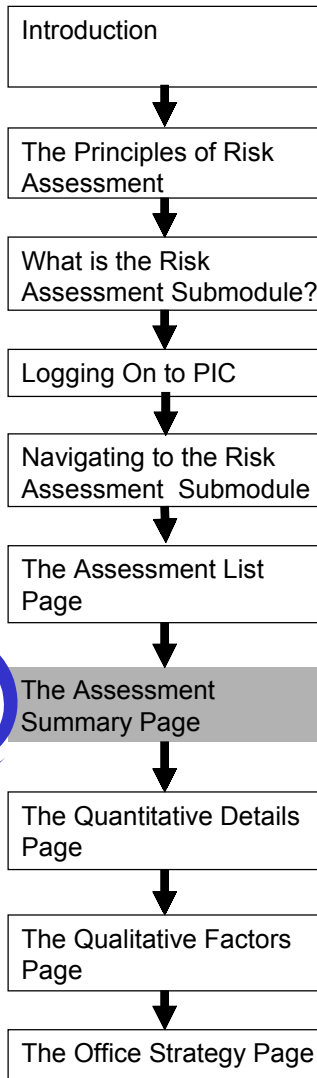| Step	Action/Result
1. Click the down arrow on the right side of a category's dialog box.	A list of criteria is displayed (see Figure 7).
2. Click the criteria you are looking for.	
3. Click the **Retrieve** button to obtain results.	PIC displays an assessment list including only the PHAs that meet the selected criteria.
4. Click the **HA Code** hyperlink to view its assessment scores.	If the **Office Strategy** link is clicked, PIC displays the **Office Strategy** page.

Figure 7: The four categories for a search by general criteria.
The options for the Office Strategy category are displayed.

The Assessment Summary Page

After you click an **HA Code** hyperlink, PIC displays the **Assessment Summary** page. Risk Assessment summaries of Qualitative and Quantitative Factors are presented along with links to additional submodule pages.

Assessment summaries are updated and revised depending on the actions and strategies selected by field office personnel. Return to this **Assessment Summary** page frequently to check the status of inputs.

Note: You can also access this page by clicking the **Assessment Summary** subtab at the top of the screen (see Figure 8).

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HQ Office: PO Field Operations
Hub: 2HBUF Buffalo Hub
Field Office: 2CPH BUFFALO HUB OFFICE

Housing Authority Information

Housing Authority: NY902 NYS DHCR   HA FYE:
Federal Fiscal Year: 2003
Assessment: 2003 Management Planning ▼ **as of (09/24/2002)**
HA Program Type: Section 8

Assessment Qualitative Factor And Office Strategy Summary

Selected Qualitative Factors: **None Selected**

Current Office Strategy: Routine Assistance

Quantitative Category Summary

Category Trending Compa
View Source

National Rank: **3 of 4192**
Field Office Rank: **1 of 133**   Section 8 Units: **12,556**
Risk Score: **86.00**   Section 8 Score: **86.00**

Category	Section 8 Risk Score	Section 8 Risk Max Score
Performance	50.00	50.00
Funding	27.00	30.00
Compliance	9.00	20.00
Total	86.00*	100

*Reflects Risk Score

*Figure 8: The **Assessment Summary** page. The links to the other pages in the **Risk Assessment Submodule** are listed as subtabs at the top.*

The **Assessment Summary** page is composed of several tiers of information.
The following table presents these tiers and the information they contain.

Tier	Information Displayed
HQ Office Criteria	The information in this tier displays the selections from the **Assessment List** page. • HQ Office • Hub • Field Office
Housing Authority Information	This tier displays the HA information selected in the **Assessment List** page: • HA Code, Name, and Fiscal Year End • Federal Fiscal Year • The Selected Assessment • HA Program Type **Note:** You can choose among assessments by clicking the down arrow on the right side of the **Assessment** dialog box, then clicking an option from the list. Only those quarters or years that have assessment inputs are available.
Assessment Qualitative Factor and Office Strategy Summary	If the field office has been assigned Qualitative Factors or an office strategy, they are listed here as hyperlinks. Clicking them takes you to the **Qualitative Factors** or **Office Strategy** page.
Quantitative Category Summary	This tier supplies the following quantitative scoring data. • National Rank • Field Office Rank • Risk Score • Low Rent Units (if applicable) • Low Rent Score (if applicable) • Section 8 Units (if applicable) • Section 8 Score (if applicable) This tier also includes a table presenting the following scores for the Performance, Funding, and Compliance categories (see Figure 9): • Low Rent Risk Score (if applicable) • Low Rent Risk Max Score (if applicable) • Section 8 Risk Score (if applicable) • Section 8 Risk Max Score (if applicable)

*Figure 9: The Quantitative Category Summary tier of the **Assessment Summary** page. The PHA selected is Low Rent only.*

The hyperlinks on the **Assessment Summary** page take you to other pages in the **Risk Assessment Submodule**.

Hyperlink Options on the Assessment Summary Page	Result
Selected Qualitative Factors	Displays data within the **Qualitative Factors** page. For further details, see the related section of this manual.
Current Office Strategy	Displays **Office Strategy** page. For further details, see the related section of this manual.
Category Trending Comparison	Displays category scores for the PHA and compares them against others in the field office. For further details, see the related section of this manual.
View Source Data	Displays the Performance, Funding, and Compliance source data. See the **View Source Data** section of this manual for further information.
Performance	Displays Quantitative Factor scores for this category.
Funding	Displays Quantitative Factor scores for this category.
Compliance	Displays Quantitative Factor scores for this category.

The Category Trending Comparison

This page, accessible via a link on the **Assessment Summary** page, enables a comparison between the Risk Assessment selected in the **Assessment List** page and any other Risk Assessment the PHA participated in.

At the top of the **Category Trending Comparison** page, PIC displays the following header information pertaining to the PHA selected:

- HQ Office
- Hub
- Field Office
- HA Code and Name
- Federal Fiscal Year Selected
- HA Fiscal Year End
- Assessment Selected
- HA Program Type

To generate a comparison, follow these steps:

Step	Action/Result
1. Select a PHA and Risk Assessment in the **Assessment List** page.	See the **Assessment List** section of this manual for more information.
2. Click the **HA Code** of the PHA you want to view in the assessment list.	The **Assessment Summary** page is displayed.
3. Click the **Category Trending Comparison** hyperlink.	The **Category Trending Comparison** page is displayed.
4. View the data in the table under the Retrieve Category Scores heading.	The table compares the assessment selected with the same assessment one year prior. For example, if you selected the 2002 Management Planning Risk Assessment in the **Assessment List** page, the table compares its data against the 2001 Management Planning Risk Assessment.
5. Click a different option in the dialog box at the top of the table to change assessments.	View the choices by clicking the down arrow at the right of the dialog box. Only the assessments in which the PHA has participated are available.

The table compares:

- Field Office Rank
- Risk Score
- Low Rent Performance Score (if applicable)
- Low Rent Funding Score (if applicable)
- Low Rent Compliance Score (if applicable)
- Low Rent Total Score (if applicable)
- Section 8 Performance Score (if applicable)
- Section 8 Funding Score (if applicable)
- Section 8 Compliance Score (if applicable)

Figure 10 displays a category trending comparison for a PHA containing both Low Rent and Section 8 programs.

Program Area: **Low Rent**

Assessment Date	2003 Management Planning		2002 Management Planning	
Field Office Rank:	9 of 72		13 of 75	
Risk Score:	71.00		65.00	
Category	Low Rent Risk Score	Low Rent Risk Max Score	Low Rent Risk Score	Low Rent Risk Score
Performance	39.00	50.00	39.00	50.00
Funding	23.00	30.00	19.00	30.00
Compliance	9.00	20.00	3.00	20.00
PHAS Adjustment	-	-	4.00	0.00
Total	**71***	100	65	100

*Reflects Risk Score

Program Area: **Section 8**

Assessment Date	2003 Management Planning		2002 Management Planning	
Field Office Rank:	9 of 72		13 of 75	
Risk Score:	71.00		65.00	
Category	Section 8 Risk Score	Section 8 Risk Max Score	Section 8 Risk Score	Section 8 Risk Score True
Performance	28.00	50.00	28.00	50.00
Funding	21.00	30.00	21.00	30.00
Compliance	9.00	20.00	9.00	20.00
Total	58	100	58	100

Figure 10: The Category Trending Comparison table.

Note: The Category Trending Comparison also includes a **PHAS Adjustment** line. See the **Quantitative Factor Scores** section of this manual for more information.

Return to the Assessment Summary by clicking the hyperlink located above the Category Trending Comparison table.

Viewing Source Data

The **Source Data** page presents a breakdown of the individual category scores displayed on the **Assessment Summary** page. If you question a Performance, Funding, or Compliance score on an assessment summary, view the source data as a first step toward getting an answer.

To view the source data for a PHA, follow these steps:

Step	Action/Result
1. Click the **View Source Data** hyperlink from the **Assessment Summary** page.	The **Source Data** page is displayed containing information on the assessment selected in the **Assessment List** page.
2. Select a different category using the **Category** dialog box.	Click the down arrow on the right side of the dialog box to display the following options: • Performance • Funding • Compliance
3. View the data for the selected category (see Figure 11).	

The **Source Data** dialog box offers two choices:

- The assessment selected on the **Assessment List** page: This is the default option and displays category factors for the assessment chosen, associated risk scores, and the source data.

- View Current: Select this option to display a table with only the current assessment's factors and their associated source data.

Figure 11: The View Source Data table with the Funding category selected.

The table contains:

- Performance score summary
- Funding score summary
- Compliance score summary
- All factors for the category selected in the **Category** dialog box
- The Risk Assessment score for each factor
- The maximum score possible for each factor
- The source data for each factor

Note: If the selected PHA contains both Low Rent and Section 8 programs, the **Source Data** page displays a table for each program type.

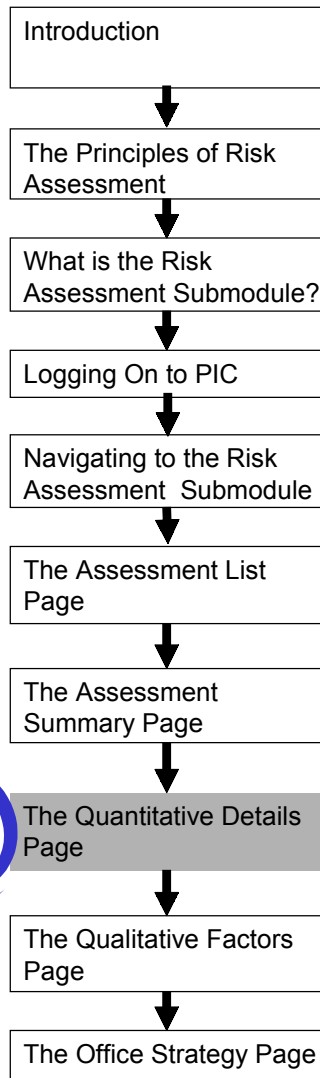The following table shows where the source data for each category comes from.

Low Rent	
Category	**Data Source**
Performance	REAC
Funding	LOCCS, HUDCAPS
Compliance	**Form-50058 Module**
Section 8	
Category	**Data Source**
Performance	SEMAP
Funding	SEMAP
Compliance	**Form-50058 Module**

For more information on the source data, refer to Appendix A.

To return to the **Assessment Summary** page, click the hyperlink above the Source Data table.

The Quantitative Details Page

The **Quantitative Details** page provides factor category scoring information for the PHA selected. The page can be reached by clicking one of the category hyperlinks on the **Assessment Summary** page or by clicking the **Quantitative Details** subtab (see Figure 12).

*Figure 12: The **Quantitative Details** subtab.*

At the top of the **Quantitative Details** page, PIC displays the following header information pertaining to the PHA selected:

- The HQ Office
- Hub
- Field Office
- PHA Name and Code
- Federal Fiscal Year
- HA Fiscal Year End
- The Assessment
- HA Program Type

At the bottom of the page, under the tier titled Retrieve Quantitative Factor Scores, PIC displays the risk factor scoring for each category (see Figure 13).

*Figure 13: The scoring table on the **Quantitative Details** page displaying Performance category information.*

The flowchart on the left side of the page shows (top to bottom):

- Introduction
- The Principles of Risk Assessment
- What is the Risk Assessment Submodule?
- Logging On to PIC
- Navigating to the Risk Assessment Submodule
- The Assessment List Page
- The Assessment Summary Page
- **The Quantitative Details Page** (You are here)
- The Qualitative Factors Page
- The Office Strategy Page

Performance is the default category. Follow these steps to view other categories.

Step	Action/Result
1. Click the down arrow on the right side of the **Category** dialog box.	A list of categories is displayed.
2. Click the category you want to view.	The table refreshes to produce the risk factor scores for the selected category.

The following table details the scoring information presented for each category.

Program/Category	Factor Scores and Max Scores Displayed
Low Rent	
Performance	- FASS - PASS - MASS - RASS - Total Performance Score
Funding	- Complexity of Funds - Average Bedroom Size - Total Authorized Funds - Total Disbursed Funds - Percent Disbursed - Total Funding Score
Section 8	
Performance	- SEMAP - Total Performance Score
Funding	- Complexity of Funds - Average Bedroom Size - Total ABA - Total Funding Score
Low Rent and Section 8	
Compliance	- Days Since Last HA Event - Last Event Result - MTCS Reporting Rate - No. of Open Event Findings - No. of Open Audit Findings - IPA & Other Audit - No. of Open Findings - OIG - No. of Open Significant Findings - IPA & Other Audit - No. of Significant Findings - IPA & Other Audit Total Compliance Score Total

The Factor Trending Comparison

The **Factor Trending Comparison** page is accessible via a link on the **Quantitative Details** page (see Figure 14).

*Figure 14: The **Quantitative Details** page.*
The Factor Trending Comparison link is on the right.

It enables you to compare factor scores of two different assessments. From this page, you can monitor a PHA's management of risk factors over a period of time.

At the top of the **Factor Trending Comparison** page, PIC displays the following header information pertaining to the PHA selected:

- The HQ Office
- Hub
- Field Office
- HA Name and Code
- Federal Fiscal Year
- HA Fiscal Year End
- The Assessment Selected
- HA Program Type

At the bottom of the page, under the heading titled Retrieve Category Scores, PIC displays the risk factor scoring for each risk category and assessment selected.

Note: Performance is the default category. When you first access the **Factor Trending Comparison** page, the table at the bottom of the screen displays Performance scores for the assessment selected in the **Assessment List** page and the scores for the same assessment one year prior.

To generate a Factor Trending Comparison for a different category or assessment:

Step	Action/Result
1. Click the category you want to view in the **Category** dialog box.	The table at the bottom of the screen refreshes to produce the scores for the selected category.
2. Switch the comparison by clicking a different assessment to view in the **Assessment** dialog box.	Click the down arrow on the right side of the dialog box to view the available assessments. After an assessment is selected, the table refreshes and the new data is displayed (see Figure 15).

Figure 15: A Factor Trending Comparison table with the available assessment list displayed.

The following table details the scoring information presented for each category and assessment selected.

Program/Category	Factor Scores and Max Scores Displayed
Low Rent	
Performance	- FASS - PASS - MASS - RASS - Total Performance Score
Funding	- Complexity of Funds - Average Bedroom Size - Total Authorized Funds - Total Disbursed Funds - Percent Disbursed - Total Funding Score
Section 8	
Performance	- SEMAP - Total Performance Score
Funding	- Complexity of Funds - Average Bedroom Size - Total ABA - Total Funding Score
Low Rent and Section 8	
Compliance	- Days Since Last HA Event - Last Event Result - MTCS Reporting Rate - No. of Open Event Findings - No. of Open Audit Findings - IPA & Other Audit - No. of Open Findings - OIG - No. of Open Significant Findings - IPA & Other Audit - No. of Significant Findings - IPA & Other Audit - Total Compliance Score

To return to the **Quantitative Details** page, click the hyperlink above the table.

The Qualitative Factors Page

Qualitative Factors include risk criteria not reflected in the quantitative assessment. These factors can indicate potential problems or deteriorating performance.

HUD has defined 16 types of Qualitative Factors. These are displayed in Figure 16.

Introduction

The Principles of Risk Assessment

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You are here	The Qualitative Factors Page

The Office Strategy Page
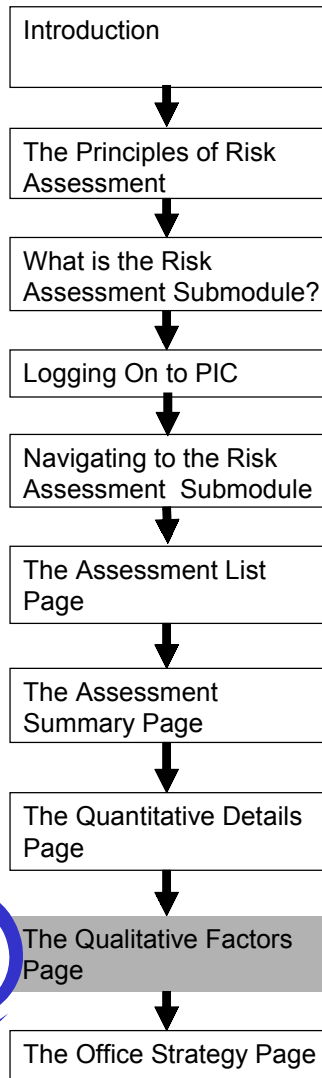
Available Qualitative Factors:	
Factor	**Include**
OIG or IPA Audits	☐
Board/Management	☐
Local Crime Rate	☐
Cross Functional Concerns	☐
Natural Disasters	☐
Local Conditions	☐
Litigation	☐
Local Media Reports	☐
Major New Programs	☐
Other	☐
PHAS Appeal	☐
Local Political Act	☐
SEMAP Appeal	☐
Staff Turnover/Training	☐
Timeliness	☐
Tenant Complaints	☐

*Figure 16: The Qualitative Factors available on the **Qualitative Factors** page.*

Through the **Qualitative Factors** page, PIC enables the assignment of these factors. The submodule also provides an opportunity for the explanation of the assignments through the **Comments** page.

Qualitative Factors cannot be assigned without comments. After assigning a factor, you have 24 hours to add comments to justify the assignment.

Since Qualitative Factors are used to justify the allocation of resources to one PHA over another, submitting such a factor for consideration without justification is a serious discrepancy. Use this page only when you have valid comments and supporting evidence for legitimate claims.

Note: Currently, the **Qualitative Factors** page has a statement posted that reads as follows: "Qualitative Factors should only be entered for a PHA if their office strategy is on-site. The assignment of Qualitative Factors will aid in the justification for the need to visit the PHA in correlation with their riskiness." This is no longer true. Applicable Qualitative Factors should be added no matter what office strategy is assigned.

At the top of the **Qualitative Factors** page, PIC displays the following header information pertaining to the PHA selected:

- HQ Office
- Hub Field Office
- HA Code and Name
- HA FYE
- Federal Fiscal Year Selected
- Assessment Selected
- HA Program Type

Below the heading information are the Selected Qualitative Factors and Available Qualitative Factors tables.

To select a Qualitative Factor:

Step	Action/Result
1. Click an **Include** checkbox in the Available Qualitative Factors table to select a Qualitative Factor.	A check is displayed in the selected box. You can add one or more factors to the list.
2. Click the **Add** button.	PIC displays a dialog box alerting you to the 24-hour time limit to add comments to this factor.
3. Click **Okay** in the dialog box to continue.	The Qualitative Factor you selected is displayed in the Selected Qualitative Factor tier (see Figure 17), and no longer listed in the Available Factors table.

Figure 17: The Selected Qualitative Factors Table.

Users with the proper security administrative rights can deselect a factor within 24 hours of its selection. Use this feature if data is entered incorrectly or if staff entered a comment that you, as a manager, disagree with.

To remove factors:

Step	Action/Result
1. Click a **Remove** checkbox in the Selected Qualitative Factors table.	A check is displayed in the selected box.
2. Click the **Remove** button.	The selected factor returns to the Available Qualitative Factors table.

After selecting the applicable Qualitative Factors, justify the selections by documenting the reasons in the **Comments** page. To do so, follow these steps:

Step	Action/Result
1. Click the hyperlink of the factor you want to document in the Selected Qualitative Factors tier.	A new page is displayed with an **Add Comments** hyperlink at the bottom of the screen. **Note:** The Relevant box at the right of the dialog box enables the list to show only relevant factors (when the box is checked), or all applicable factors (when the box is not checked).
2. Click the **Add Comments** hyperlink.	A **Comments** field is displayed.
3. Add comments or suggestions related to this specific factor.	
4. Click the **Save** button.	This comment is now saved as a record. The date and the comment are viewed from the same page (see Figure 18).

Figure 18: A sample Qualitative Factor comment.

Users with the proper security administrative rights are presented with four options after saving a comment:

- **Add Comments:** This allows you add a second comment to the factor. It will add another record to the existing comment. (Add as many comments as necessary through this hyperlink.)
- **Edit:** This returns you to the comment field where you can add, delete, or update your comment.
- **Delete:** This option deletes the comment.
- **Back to Top:** This returns the screen to the top of the page, assuming your comments are running below the original size of this page.

The Office Strategy Page
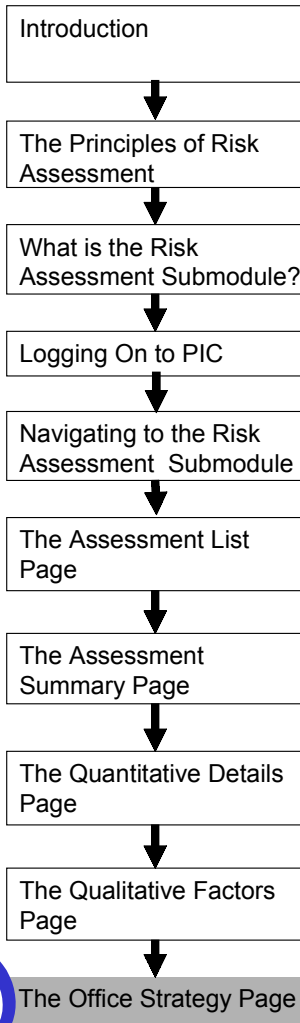
The **Office Strategy** page allows you to view the office strategy selected for the PHA and any associated comments. It also provides a link for those with security administrative rights to either update the current office strategy or to add additional comments.

To access the **Office Strategy** page from the **Assessment List** page:

Step	Action/Result
1. Click the **Office Strategy** hyperlink of the PHA you want to view in the assessment list.	The **Office Strategy** page is displayed.

You can also access the page by clicking the **Current Office Strategy** hyperlink on the **Assessment Summary** page.

At the top of the **Office Strategy** page, PIC displays the following header information pertaining to the PHA selected:

- HQ Office
- Hub Field Office
- HA Code and Name
- HA FYE
- Federal Fiscal Year Selected
- Assessment Selected
- HA Program Type
- **Office Strategy Type** dialog box

The comments associated with the office strategy are listed at the bottom of the page. If there are more comments than can be presented on one page, click the **Next** hyperlink at the bottom of the page to view the rest.

Examples of office strategy comments include:

Example 1:

Comment Date: 01/08/2003 by John Doe (On-Site Assistance)

On-site strategy was determined at manager's meeting on 01/08/03 based on RA score.

Example 2:

Comment Date: 12/30/2002 by Jane Doe (Remote Assistance)

Annual PHA Plan late. Remote assistance to insure PHA Plan compliance.

Sidebar navigation

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You are here → The Office Strategy Page

If you have the proper security administrative rights, you can select and document the current strategy for the PHA.

To select an office strategy, follow these steps:

Step	Action/Result
1. Click the strategy you want to assign in the **Office Strategy Type** dialog box.	Click the arrow on the right side of the dialog box to view the following choices. • Routine • Remote • MOA • On-Site Click the strategy you want from the list.
2. Enter comments in the comments field to support the newly-selected strategy.	
3. Click the **Save** button at the bottom corner of the screen.	The strategy and comments are saved.

If on-site assistance is selected, a dialog box is displayed with a Yes or No option to schedule a visit using the **ETS** in PIC.

If you have the proper security administrative rights to schedule a visit, select Yes. PIC then prompts you to the **ETS** screen for the HA. In this PIC submodule, you can plan an on-site visit. If you select No, PIC defaults back to the previous screen.

Note: The **ETS** may not be available. In this event, use a similar tracking system to schedule a visit.

Users with the proper security administrative rights have access to the **Add Comments** hyperlink, **Edit Comments** hyperlink, or **Delete Comments** hyperlink.

To add a comment:

Step	Action/Result
1. Click the **Add Comments** hyperlink on the **Office Strategy** page (see Figure 19).	The **Add Comments** page is displayed.
2. Enter comments into the New Comments text box.	
3. Click the **Save** button.	The comments are saved and displayed on the **Office Strategy** page.
4. Click the **Back to Office Strategy** hyperlink.	The **Office Strategy** page is displayed.

Existing Office Strategy Comments
All information entered into the system is public and must be supported by facts and/or evidence.
                                                                                        Add Comment

*Figure 19: The **Add Comment** hyperlink on the **Office Strategy** page.*

To edit a comment:

Step	Action/Result
1. Click the **Edit Comments** hyperlink on the **Office Strategy** page.	**Note:** Comments may only be edited by their original creator.
2. Enter comments into the Comments text box.	
3. Click the **Save** button.	The edited comment is saved and displayed on the **Office Strategy** page.
4. Click the **Back to Office Strategy** hyperlink.	The **Office Strategy** page is displayed.

To delete a comment:

Step	Action/Result
1. Click the **Delete Comments** hyperlink on the **Office Strategy** page.	PIC presents a dialog box asking if you are sure you want to delete the comment.
2. Click the **Yes** button in the dialog box.	The comment is deleted.

The **Update Office Strategy** hyperlink allows those with the proper security administrative rights to change the current office strategy type and provide comments.

To update an office strategy:

Step	Action
1. Click the **Update Office Strategy Type** hyperlink on the **Office Strategy** page (see Figure 20).	The **Update Office Strategy** page is displayed.
2. Select the appropriate office strategy type from the dialog box menu.	To view the menu, click the down arrow on the right side of the dialog box.
3. Enter comments into the New Comments text box.	
4. Click the **Save** button.	New comments will be saved and can be viewed on the **Office Strategy** page.

Note: When an on-site office strategy is selected, you are prompted to create an event in the **ETS Submodule**. If the **ETS** is unavailable, use a similar tracking system to schedule a visit. If you do not have security administrative rights to schedule a visit, the office strategy information is saved and you are prompted to contact your security administrator.

Housing Authority Office Strategy

Update Office Strategy Type

Housing Authority:	PA001 HOUSING AUTH CITY OF PITTSBURG	HA FYE: 12/31
Federal Fiscal Year:	2003	
Assessment:	2003 Management Planning (From 09/24/2002 To 02/06/2003)	
HA Program Type:	Combined	
Office Strategy Type:	Routine Assistance	

*Figure 20: The **Update Office Strategy Type** hyperlink on the **Office Strategy** page.*

Click the **Back to Office Strategy** link to return to **Office Strategy** page.